

## PROJECT OBJECTIVES, GOALS, AND IMPLEMENTATION (POGI)

### Community College Faculty and Administrator Program with Indonesia ECA /A/S/U-10-03

#### Office of Global Educational Programs

The POGI guidelines apply specifically to the Federal Register Request for Grant Proposals (RFGP) issued by the Office of Global Educational Programs for the 2010 Community College Faculty and Administrator Program with Indonesia. Proposals must conform to the RFGP, the Guidelines stated in this document, and the standard Proposal Submission Instructions (PSI). Applications not adhering to the conditions set forth herein may be deemed technically ineligible. These guidelines are specific to the program mentioned above and are IN ADDITION TO the Standard Guidelines outlined in the PSI. If there is a perceived disparity between the standard and program specific Guidelines and the program information supplied in the accompanying Federal Register RFGP, the RFGP is to be the dominant reference.

#### I. STATEMENT OF WORK

The organization receiving the award in this competition will administer and implement the Fiscal Year 2010 Community College Faculty and Administrator Program with Indonesia. The Cooperative Agreement should begin on or about September 15, 2010 and run through December 31, 2011. The solicitation includes both administrative and programmatic responsibilities, including the placement of participants at two primary host colleges and the oversight of professional development activities whereby participants observe U.S. community college life. The four-month program will take place during the winter and spring of the 2010-2011 academic year, with English language training made available to selected participants during the fall, prior to the start of the program. The Office of Global Educational Programs anticipates that approximately nine or ten faculty and nine or ten administrators from post-secondary vocational and technical institutions in Indonesia will participate in this program. The Office of Global Educational Programs anticipates that one administrator and one faculty member will be chosen from each one of nine or ten vocational or technical institutions in Indonesia. To enable U.S. host colleges to provide specialized program opportunities for the faculty and administrators participants, respectively, they will be placed in two separate cohorts. Please note that the Fulbright Commission and Public Affairs Section of the U.S. Embassy in Indonesia will be responsible for the recruitment and nomination of candidates for this program.

Applicants should demonstrate past experience working with international exchange programs. Consortia and other combinations of community colleges must identify a lead institution to receive and administer the award.

#### A. Administrators of the Community College Faculty and Administrator Program with Indonesia will:

1. Confer with the Bureau of Educational and Cultural Affairs and with the Fulbright Commission and U.S. Embassy in Indonesia regarding program announcements and publicity for participant recruitment;
2. Receive, log and review nominations and send acknowledgments to the Fulbright Commission and U.S. Embassy in Indonesia;
3. Open and maintain an up-to-date file on each participant nominated;
4. Follow up with the Fulbright Commission and U.S. Embassy regarding missing documents; respond to

- their inquiries and copy the appropriate program officer in the Bureau;
5. Review candidate dossiers to determine competitiveness/suitability for field of study; review academic credentials for completeness;
  6. Obtain final approval of the Bureau's program officer on candidate selection and placement;
  7. Identify primary host community colleges to host participants, with the approval of the Bureau's program officer;
  8. Match each participant to a primary host college and individual host counterpart;
  9. Submit final placement reports to the Bureau's program officer;
  10. Prepare and send letters of award and program guidelines to participants selected for the program; notify the Fulbright Commission of each candidate's U.S. arrival date and prepare and send the DS-2019 form at least 60 days before departure; notify alternate candidates of final application status after consultation with the Bureau's program officer;
  11. Arrange round-trip travel for the participants from their home cities to their U.S. host institutions;
  12. Ensure that the Fulbright Commission receives pre-departure orientation materials and that participants receive an orientation upon their arrival in the U.S.;
  13. Enroll participants in the Bureau's ASPE health benefits plan and assist with claims as necessary;
  14. Develop and facilitate educational and cultural enrichment activities, including structured professional development seminars and leadership training opportunities;
  15. Arrange for participant housing in conjunction with host colleges;
  16. Monitor participants' adjustment and engagement with the program; consult with the Bureau's program officer regarding any participant-related issues and emergencies that may arise;
  17. Monitor and evaluate host college performance;
  18. In close consultation with the Bureau's program officer, evaluate the program and its impact on the participants, their communities, and their institutions during their stay in the U.S., and after their return to their home countries;
  19. Manage financial aspects of the program including participant maintenance allowances, housing allowances, accident and sickness benefits, host college agreements, and other activity costs;
  20. Manage and monitor the J-1 visa duration and SEVIS status of the participants;
  21. Assume overall responsibility for complying with all applicable tax treaties and Federal, state and local laws on tax withholding and reporting for participants;
  22. Respond to any requests by participants for extension of stay due to exceptional circumstances in consultation with the Bureau's program officer;
  23. Report programmatic, financial and statistical information to the Bureau's program officer;
  24. Respond fully and promptly to requests for information relating to the participants and alumni.

## II. PROGRAM SPECIFIC GUIDELINES

U.S. community colleges will host Indonesian teaching faculty and administrators from post-secondary vocational and technical institutions. Participating teaching faculty are expected to specialize in either: business management or tourism and hospitality management. The core academic program will last for four months, with English language instruction offered in the U.S. to selected participants prior to the start of the program. The Community College Faculty and Administrator Program with Indonesia is a non-degree program. Participants are expected to return home following the completion of the U.S. program.

The cooperating organization will be responsible for program administration, which includes the following broad categories: program planning and management; placement; orientation, professional development and leadership training activities; participant supervision and support services; fiscal management and budgeting; and program reporting and evaluation. Applicants for this award should submit a program proposal with yearly budget projections for the full duration of the award. Programs must comply with J-1 visa regulations.

### Participants

The Community College Faculty and Administrator Program with Indonesia emphasizes the selection of men and women who will have a positive impact on their country's future development. The Bureau is targeting participants who represent the diversity of their home country, particularly women and ethnic/indigenous groups. Participants are expected to have had some work experience in their field and have demonstrated a commitment to education. Individuals living in the United States are not eligible and preference is given to those without significant U.S. or other overseas experience. Participants will be expected to propose a specific project related to curriculum development, professional development or the study of specific administrative practices.

### Recruitment

Participants will be recruited and nominated for the program by the Fulbright Commission in Indonesia. The recipient will prepare and send publicity materials to the Fulbright Commission and ensure that the Bureau and the Department of State are prominently identified as program sponsor in all publicity and other scholarship program materials. In consultation with the Bureau and the Fulbright Commission, recruitment materials and any scholarship publicity should provide relevant information to potential applicants. The key conditions, benefits, and terms of the program -- what is, and what is not covered under the award, as well as the need to fulfill the two-year home residence requirement at the conclusion of the award -- should be fully described to candidates and nominees before they accept an award and travel to the United States. Recruitment and publicity materials should include essential information for applicants who are unfamiliar with the U.S. educational system. Recruitment and publicity materials should include a statement indicating that accompanying dependents are not permitted on the program. Sample publicity materials should be included in the proposal attachments section.

### Pre-program English-Language Training

Applicant organizations must describe plans for pre-program English-language training. These organizations must also describe plans for arranging for the administration of the TOEFL or other test(s) to determine suitability for pre-program English-language training. Some participants may require intensive English-language instruction. Those participants requiring intensive pre-program English may be placed together at a single institution prior to the core academic program. Applicants should describe English as a Second Language programs and services that they are prepared to provide during the program to participants needing additional language work.

## Placement

The selection of appropriate U.S. host colleges is essential to the success of the Community College Faculty and Administrator Program with Indonesia. Each participant should be assigned to a single primary host college where participants will observe college life, classroom teaching, and administrative practices. The colleges that serve as primary host campuses for the administrators and faculty should indicate who will serve as the host college coordinator. This person should be experienced in group dynamics and organizational development to lead a regularly scheduled meeting covering areas such as professional development needs. The coordinator will also be responsible for logistical and programmatic issues.

Please describe the accredited U.S. community colleges where participants will be placed. Each primary host college should be selected on the basis of excellence in the field(s) in which the college is hosting participants, ability to leverage institutional and private sector funding, resources to support Indonesian faculty and administrators, previous experience in international exchanges, and availability of appropriate housing. Host colleges should be committed to assist with housing the participants in the program.

Host colleges will be expected to have experience in conducting international education programs, including hosting international students and visitors. The recipient will work to obtain financial aid, scholarships, tuition awards, in-state tuition, and private sector funding, including support from foundations, businesses or civic groups, as cost-sharing for the program component under which participants course in their fields. This coursework can be accomplished either through formal enrollment, audit or informal audit. Proposals should also describe how strong identification with the program will be encouraged and supported among the participants and the host colleges. Host colleges should be identified in the proposal, and letters of project commitment from the senior administrative official authorized to make such a commitment should be included for each college. Proposals should describe strategies to incorporate each of the participants into college and community life.

Each participant should each be assigned a mentor from among the faculty and administrators of the host institution. For faculty participants, the mentor should have teaching responsibilities relevant to those of the participant; for administrator participants, the mentor should have relevant administrative responsibilities. The mentor should be responsible for providing guidance to participants as they conduct research on their projects. Mentor faculty are encouraged to invite participants to their classes in order to observe, assist, or co-teach as appropriate. Mentor administrators are encouraged to permit program participants to job shadow or provide other hands-on learning opportunities. Mentors should understand that program participants may be peers with substantial experience. Program participants with substantially similar projects may be assigned to work with the same mentor.

## Pre-arrival Information

Proposals should include a sample pre-arrival information packet. Information should be complete and detailed. Key points concerning program requirements, academic departments and available courses, housing, what to pack, personal budgeting considerations, and other critical issues should be included in the material. The material should be designed to serve as a useful post-arrival reference as well, supplemented with

additional information.

### Professional Development and Leadership Training

Proposals should describe how all participants will be provided with opportunities for professional development and leadership training through seminars, workshops, and other activities. Proposals should explain how participants will engage in structured opportunities such as seminars or workshops to exchange ideas, experiences, and teaching best practices with U.S. community college faculty on a regular basis during the program. As part of the structured seminar, participants should also have the opportunity to discuss their progress developing their individual projects. Proposals should include a description of plans to introduce Indonesian faculty and administrators to the U.S. higher education system and provide them with a better understanding of U.S. community colleges, their mission and philosophy, their administration, and their role in the U.S. economy including their role in providing access to higher education for students from less privileged backgrounds. The administrative practices with which participants should gain first-hand experience include governance, finances, student services, and articulation agreements with four-year institutions. Proposals should also describe plans to provide course catalogs and registration assistance to faculty participants (and administrator participants at their discretion), who will be expected to attend at least one course in their field.

The proposal should provide a detailed description of the program-wide mid-semester seminar emphasizing how the administrators and faculty members will be brought together to develop strategies for cooperation with one another after they return home to their respective institutions. This three or four-day event should also provide leadership skills development and insights into best practices in teaching and administration.

### Program Activities

Applicants should describe plans for: U.S. orientation; goals and approaches for the professional development portion of the program, including any special activities; opportunities for structured, ongoing engagement with U.S. community college faculty and administrators; cultural and community projects; evaluation and follow-up; and alumni tracking. Proposed enrichment opportunities might include such activities as volunteer work and participant presentations to college classes, local schools and the community, and matching of participants with a local host family. Applicants must demonstrate that they can provide effective support systems (such as English language tutoring, counseling, host family, consultation with U.S. community college faculty and administrators) to the participants during the program. The cooperating organizations should assign a program coordinator who can serve as a central resource to participants regarding their program, the J-1 visa, and aspects of cultural adjustment. The program coordinator also serves as a link between the participants and the Bureau.

To support the mutual understanding goal of the exchange, the Bureau is interested in opportunities for enrichment experiences related to U.S. institutions, society, and culture, including opportunities for participants to better understand and appreciate diversity in the United States. The Bureau welcomes creative ideas for exposing participants to American institutions, such as discussion groups with U.S. community college faculty and administrators, faculty and student association meetings, visits to political campaign offices and polling places, attendance at school board or city council meetings, exposure to American religious institutions, and

civic-related volunteer work. Participant attendance at museums, concerts, plays, and other cultural events featuring American content should be encouraged and facilitated whenever possible. The recipient will be expected to keep the Bureau informed of the progress of these enrichment experiences as well as other aspects of the program throughout the year.

### Participant Monitoring

Proposals must discuss how the participants' progress in achieving program goals and objectives will be monitored at their U.S. host colleges (e.g. surveys, interviews, work plans). Applicant institutions should describe the personal care and proactive services they can provide to the participants. Proposals should cite the intended frequency of communication with the participants, and outline performance goals or benchmarks for each semester in the United States. Proposals should also discuss evaluation of participants' successes and the monitoring of their problems during the program, as well as mechanisms to address the quality of participant activities. Staff assigned to the project should demonstrate strong interpersonal and cross-cultural communication skills, experience in group dynamics and organizational development, sensitivity, and a flexible approach that is responsive to the individual participant and his/her circumstances.

### Participant Responsibilities

Participants will be sponsored under a SEVIS program number for which the Bureau will provide the principal responsible officer. In accordance with J-1 Visa regulations, participants will be expected to maintain the equivalent of a full-time course of study. They must comply with all of the requirements of the program and host college. Participants must return immediately to their home countries upon completion of the academic program. Programs should not be extended. Participants may be removed from the program for academic non-performance, behavioral misconduct, or inability to fulfill the program goals. The final decision to remove a participant will be made by the Bureau after consultation with the cooperating organization and the host college. Each participant is required to read and sign terms and conditions, which must be approved by the Bureau.

### Alumni Tracking and Follow-On Activities

Alumni activities are an important part of the Bureau's academic exchange programs. Alumni programming in the form of newsletters and list-serves provides critical program follow-on and maximizes and extends the benefit of the participants' program in the United States. Applicants are strongly urged to outline how they will creatively organize and financially support alumni activities at no further cost to the Bureau. Alumni tracking is critical for the evaluation of the program and for the implementation of worthwhile follow-on programs. Proposals should describe how long-term links with alumni will be fostered and maintained. Applicants should detail how database systems will be maintained and updated beyond the duration of the Cooperative Agreement and how often updated database information will be provided to the Bureau. Applicants should explain how these efforts will be coordinated with the Bureau, the Fulbright Commission and the Public Affairs Section at the U.S. Embassy, and other non-governmental organizations that may undertake alumni activities for this program.

All statistical information gathered and compiled by the cooperating organizations on the program participants and alumni should be transferable to the database maintained at the Bureau. Therefore, cooperating organizations must confirm that their systems for collecting and storing data on participants are compatible with the Bureau's system. Please refer to the PSI for additional guidance.

#### J-Visa and Tax Requirements

The cooperating organization will be responsible for designating one Alternate Responsible Officer under a SEVIS program number under the Bureau's responsibility to issue DS-2019 forms to participants in this program. Visa support will not be offered for dependents. Organizations cooperating with the Bureau on this program will retain all administrative work for the issuance of DS-2019 forms. In addition, cooperating organizations must ensure that administration of these scholarships is in compliance with reporting and withholding regulations for Federal, state, and local taxes as applicable.

#### Health Benefits

The cooperating organization must enroll participants in the Bureau's ASPE health benefits program and provide assistance to participants regarding medical coverage issues. The Bureau health coverage program provides limited accident and sickness, repatriation of remains, and medical evacuation coverage for participants in the exchange phases of the program. The Bureau will provide the necessary instructions and forms for the participants to complete prior to travel. Cooperating organizations will assist in presenting claims to the ASPE program administrator and consult with the Bureau on participant health issues that may affect successful program completion. Please note that the Bureau's health benefits program is described in the PSI.

#### PROPOSAL CONTENTS

Applicants should submit a complete and thorough proposal describing the program in a convincing and comprehensive manner. Since there is no opportunity for applicants to meet with reviewing officials, the proposal should respond to the criteria set forth in the solicitation and other guidelines as clearly as possible.

Proposals should address succinctly, but completely, the elements described below and must follow all format requirements. Proposals should include the following items:

TAB A - Application for Federal Assistance Cover Sheet (SF-424)

TAB B - Executive Summary

In one double-spaced page, provide the following information about the project:

1. Name of organization/participating institutions
2. Beginning and ending dates of the program
3. Proposed theme
4. Nature of activity
5. Funding level requested from the Bureau, total program cost, total cost-sharing from

applicant and other sources

6. Scope and Goals
  - a. Number and description of participants
  - b. Wider audience benefiting from program (overall impact)
  - c. Geographic diversity of program, both U.S. and overseas
  - d. Fields covered
  - e. Anticipated results (short and long-term)

#### TAB C

Calendar of activities/itinerary

Narrative

In 20 double-spaced, single-sided pages, provide a detailed description of the project addressing the areas listed below.

1. Vision (statement of need, objectives, goals, benefits)
2. Participating Organizations and institutions
3. Program Activities (orientation, academic component, mid-program seminar, cultural program, participant monitoring)
4. Program Evaluation
5. Follow-on
6. Project Management (host college coordinators and key staff)
7. Work Plan/Time Frame

#### TAB D - Budget Submission

Funding of approximately \$500,000 is available for program and administrative costs. The proposal should include comprehensive line item budgets for program and administrative costs. In addition, applicants must submit a comprehensive budget narrative demonstrating how cost estimates were derived. Sample budget format may be found in the PSI document. The number of participants that the institution proposes to sponsor should be clearly stated. The Bureau reserves the right to reduce, revise, or increase proposal budgets in accordance with funding availability and the needs of the program.

A clear and cogent budget narrative must accompany the budget to explain and justify each line item. Please refer to the RFGP and PSI for complete budget guidelines and formatting instructions. In addition, the budget notes or narrative should indicate how the organization will monitor and track expenditures throughout the duration of the Cooperative Agreement to avoid under- or over-expenditure.

As with other exchange programs, the Bureau is committed to containment of costs consistent with overall program objectives and sound management. The total administrative costs funded by the Bureau must be reasonable and appropriate.

Cooperative Agreement funded expenditures may include, but are not limited to, the categories



below.

### PROGRAM EXPENSES

- Round-trip travel domestic and international travel for participants from home city to the U.S., coach class (via American carrier and following “Fly America” regulations); for the purposes of budgeting, applicants may assume that participants will come from Indonesia;
- Applicable tuition and community college fees;
- Maintenance allowances (estimate and explain an appropriate stipend level for the location of the host campuses). Maintenance allowances should be sufficient to enable participants to meet the costs of lodging, food, clothing, and incidental purchases throughout the period of the Cooperative Agreement in the locations where the participants will be residing.
- Applicable domestic travel within the U.S.
- Educational materials including books, supplies such as uniforms, and other professional equipment necessary for professional development in the participant’s field of interest (estimate and explain an appropriate stipend level);
- Costs for a three to four-day program-wide mid-semester seminar;
- Arrival orientation materials and expenses;
- Advising and monitoring of participants;
- Travel and per diem for senior staff members of cooperating organization to monitor and evaluate programs at host colleges;
- Costs of academic and cultural support and enrichment activities;
- Costs for alumni activities;
- Evaluation;
- Withholding for taxes as necessary;

### ADMINISTRATIVE COSTS

- Staff salaries and benefits (each staff member and his/her position must be listed separately). Please also note the percentage of his/her total time spent on this program.
- Communication costs (e.g. fax, telephone, postage, communication equipment, etc);
- Office supplies;
- Printing and duplication costs;
- Administration of tax withholding and reporting as required by Federal, State, and local authorities and in accordance with relevant tax treaties;
- Participant Grant tax obligations;
- A-133 Audit fees;
- Other direct costs; and
- Indirect costs.

### TAB E

Resumes of all program staff should be included in the submission. No resume should

exceed two pages.

#### TAB F

1.) SF-424B, "Assurances - Nonconstruction Programs".

2.) First time applicant organizations and organizations which have not received an assistance award (Cooperative Agreement) from the Bureau during the past three (3) years, must submit as an attachment to this form the following: (a) one copy of their Charter OR Articles of Incorporation; (b) a list of the current Board of Directors; and (c) current financial statements. Note: The Bureau retains the right to ask for additional documentation of those items included on this form.

3.) **Please note:** Effective January 7, 2009, all applicants for the Bureau's federal assistance awards must include in their application the names of directors and/or senior executives (current officers, trustees, and key employees, regardless of amount of compensation). In fulfilling this requirement, applicants must submit information in one of the following ways:

Those who file Internal Revenue Service Form 990, "Return of Organization Exempt From Income Tax," must include a copy of relevant portions of this form.

Those who do not file IRS Form 990 must submit information above in the format of their choice.

In addition to final program reporting requirements, award recipients will also be required to submit a one-page document, derived from their program reports, listing and describing their grant activities. For award recipients, the names of directors and/or senior executives (current officers, trustees, and key employees), as well as the one- page description of grant activities, will be transmitted by the State Department to OMB, along with other information required by the Federal Funding Accountability and Transparency Act (FFATA), and will be made available to the public by the Office of Management and Budget on its USASpending.gov website as part of the Bureau's FFATA reporting requirements.

4.) Include other attachments, if applicable, i.e. the SF-LLL form, etc.

#### REVIEW PROCESS

Eligible proposals will be subject to compliance with Federal and Bureau regulations and guidelines and forwarded to Bureau panels for advisory review. Proposals may also be reviewed by the Office of the Legal Adviser or by other Department elements. Final funding decisions are at the discretion of the Department of State's Assistant Secretary for Educational and Cultural Affairs. Final technical authority for assistance awards (Cooperative Agreements) resides with the Bureau's Grants Officer. The Bureau reserves the right to reduce, revise, or increase proposal budgets in accordance with the needs of the program and availability of funds.

Review criteria are listed in the RFGP.

#### APPLICATION SUBMISSION

The RFGP indicates the date the complete proposal submission is due and the address at the Bureau to which the submission must be sent. There are NO EXCEPTIONS to this deadline.

For further information regarding this program or the competition, call Mary Lou Johnson-Pizarro at (202) 632-9483; email: [Johnson-PizarroML@State.Gov](mailto:Johnson-PizarroML@State.Gov) .